



# Gender Pay Gap Report 2023

## Republic of Ireland

# Contents

1. Diversity and Inclusion at BOC	03
2. What is the Gender Pay Gap?	04
3. Our 2023 Results	05
Looking at Our Data	06
4. Our Plans	07

# 1 Diversity and Inclusion at BOC

Diverse ideas, perspectives and backgrounds create a stronger workplace and every employee at BOC must feel empowered to share their own experiences and ideas. Together, we are building an equitable culture where every employee, from every background, can feel engaged, respected and able to do their best work every day. Throughout the entire employee lifecycle, diversity, equity and inclusion must be at the core of our policies and processes. Becoming a truly inclusive company is not just a moral case; it is a business case crucial to helping us grow and improve profitability, drive innovation, attract talent, and better serve our customers. We believe that having an inclusive workforce, which reflects society, is critical to our long-term success.

Together, we are building an equitable culture where every employee, from every background, can feel engaged, respected and able to do their best work every day.

Read more:

[www.linde.com/about-linde/diversity-and-inclusion](http://www.linde.com/about-linde/diversity-and-inclusion)



As one of our core values, Diversity and Inclusion is a key driver to BOC's success going forward. When we listen and celebrate what is both common and different, we become more inclusive and ultimately a better organisation.

We all have the ability to promote a culture of acceptance and inclusion and that is something I believe every leader has a responsibility to do.

I believe everyone has something positive to contribute and by listening to a diverse mix of voices it leads to better discussions, decisions, and outcomes for everyone.

**Sam Payne**

Managing Director BOC Ireland

# 2 What is the Gender Pay Gap?

£



The Gender Pay Gap is the difference in pay between women and men explained through various statistics. It is influenced by a range of factors, including the demographics of a company's workforce.



Women



Men



## How is the Gender Pay Gap Different from Equal Pay?

Equal Pay is about women and men receiving the same pay for the same or similar job. The Gender Pay Gap is a methodology defined by Irish Government regulations and is looking at the average hourly wage received by women and men, including incentives, irrespective of the job they do.

- A positive number indicates men on average earn more than women
- A negative number indicates women on average earn more than men



## What is the Mean Pay Gap?

The mean gender pay gap is the difference in the average hourly pay for women compared to men within a company. Calculating the Mean Average involves adding up all the pay received by men/women and dividing that result by the total number of men/women in the company.



## What is the Median Pay Gap?

The median represents the middle point of a population. If you separately lined up all the women in a company and all the men in numerical order, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.

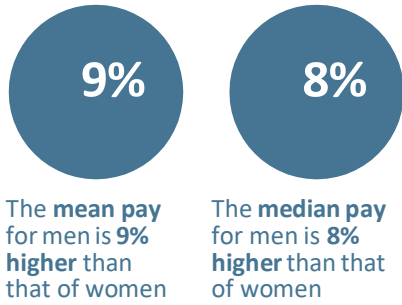
£ £ £ £ £



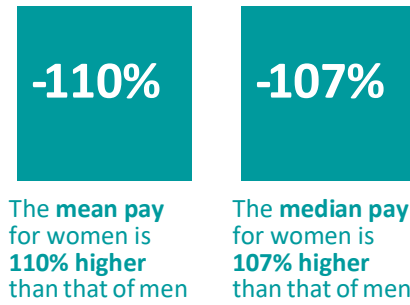
# 3 Our 2023 Results

## Hourly Pay

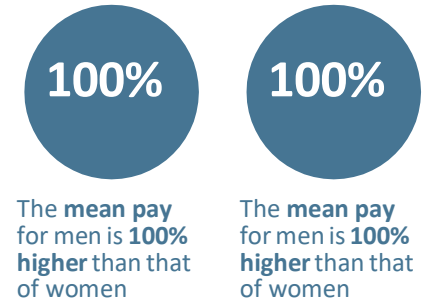
### Full-Time Employees



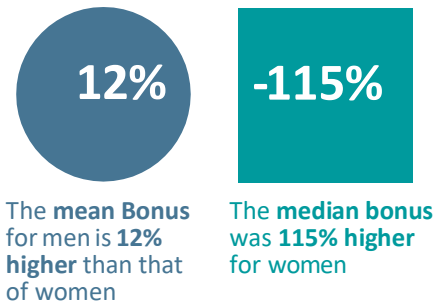
### Part-Time Employees



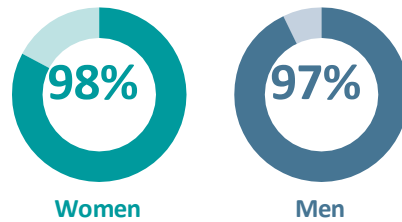
### Fixed Term Employees



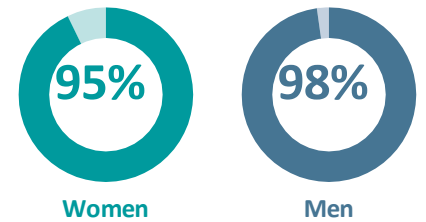
## Bonus Pay



### Proportion of women and men receiving a bonus

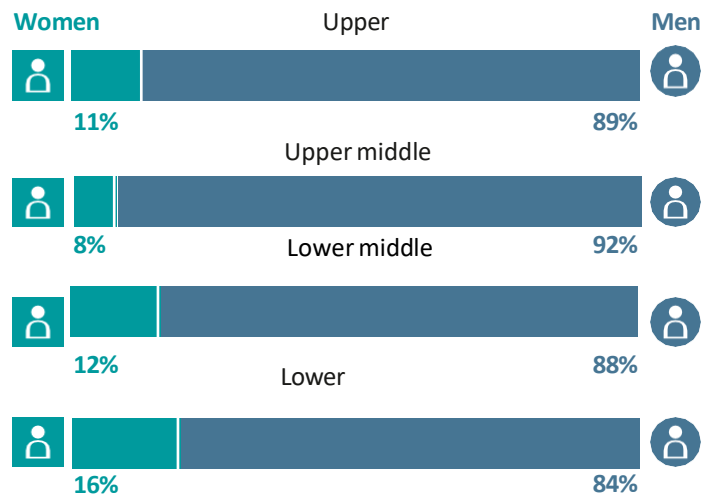


### Proportion of women and men receiving benefits in kind



## Proportion of women and men in each pay quartile

Quartiles divide our workforce into four equal parts, with an equal number of employees in each section. The quartiles represent the pay rates from the lowest to the highest for our Ireland employees with the percentage of men and women in each quartile.



Data footnote  
 The Gender Pay Gap Information Act 2021 was signed into law on the 13 July 2021.  
 Employers choose a 'snapshot' date of their employees in June 2023 and must report on the hourly gender pay gap for those employees on the same date in December 2023.

# Looking at Our Data

Our 2023 mean gender pay is 9% higher for men than that of women and our median pay for men is 8% higher than that of women.

This reflects the shape of our workforce and the fact that we have an uneven gender representation across the organisation, i.e. we employ different numbers of men and women at different levels of our workforce. Most of our manufacturing roles are held by men and there are still proportionally fewer women at our most senior management levels, where both pay and bonus are higher. We are working to reduce differences over time and recognise that this is a long-term representation challenge.

Our ambition remains to have at least 30% female representation in the professional workforce by 2030, and we continue to work to increase female representation across all of our grades and functions.

Our ambition remains to have at least 30% female representation in the professional workforce by 2030.

This improvement is further supported by our continued focus and prioritisation of diversity, equity and inclusion (DEI) strategy and plans. In 2023 we developed and implemented the following programmes and activities to support our “Attract, Develop and Retain” strategy:

- We have transformed our recruitment policy and approach to ensure inclusive practice across our internal and external resourcing. New guidance and tool kits have been published and made available for all hiring managers within the business, including practical tools to review language and bias in job adverts and interview guidance.
- Our top female talent have been participating in our global “strengthening the pipeline” programme, a 24-month programme designed to coach and sponsor our diverse talent. More locally we have been embracing our apprenticeship upskilling programmes, supporting the functional and technical development of our employees, ensuring delivery across an even gender balance.
- Our employee led groups have continued to grow in participation through our DEI Champion programme and Employee Resource Groups (ERG). We have active membership working on a series of topics and activities.

## 4 Our Plans

An inclusive culture embraces diversity and equality, where every employee feels valued, able to be themselves, all whilst recognising their differences and the contribution these differences make.

Our business imperative for embracing Inclusion is based on the diversity of our markets, talent pool and customer base, as well as the imperative to attract new ideas and solutions to enhance innovation. We strive to create a work environment that treats all employees with respect, supports new thoughts and ideas, encourages growth and development, recognises our differences, and embraces inclusion. We can only do our best work in an environment where differences are welcome, appreciated and valued.

### Our Objectives

- To foster a more inclusive workplace
- To create wider opportunities to engage with our workforce on Diversity, Equity and Inclusion topics
- To promote best practice for the recruitment and development of an inclusive workforce
- To increase female representation in our business in line with our 2030 goal (at least 30% female representation by 2030)

Our DEI approach is to “Attract, Develop, Retain, Engage”, and we currently have workstreams running across business functions, employee groups & leadership teams. We drive business ownership and accountability for DEI through our annual plan development, quarterly tracking & reporting.

### In 2024 we will:

- Improve female representation in our business and achieve a more gender balanced talent pool, focusing on job families and teams to identify, develop and attract female talent across early, mid and senior level roles. We want to inspire women to explore and develop their careers at BOC, support their journeys at work alongside their personal wellbeing.
- Embed our inclusive recruitment principles, working with external partners and internal teams to position our company to a wider diverse audience, find the best talent for our business and further build a diverse workforce.
- Ensure our policies, systems and processes are enabling an inclusive workplace, aware of unconscious bias and promoting diversity of thought and people. Training and development courses will continue to be rolled out via our learning management system across all members of the business.
- Develop and promote our Employee Resource Groups (ERGs). Bringing a network of employees together who share an identify or experience as well allies and friends to raise awareness, advocate for change and prioritising inclusion on our company agenda.

## Long Term Goal

We want there to be no structural basis for a gender pay gap, based on consistent representation of women at all levels throughout the organisation. To achieve this, we have action plans across our regional business, aligned to our global teams, to improve representation and drive faster change. We know that this will take time to achieve but we are committed to getting there.

## Declaration

We confirm the information and data reported is accurate as of 24 June 2022.



**Sally Williams**  
Senior Director Finance & Control



**Vic Hart**  
Senior Director HR

Participant selection was based on a variety of criteria, including, high performance and future development opportunity within Linde and BOC Ltd.

BOC Gases Ireland Limited registered office: J F Kennedy Drive, Bluebell, Dublin 12, Number 8982 – Republic of Ireland Register. Directors: G Donovan, S Payne. BOC Gases, BOC Healthcare and BOC SURESERVE<sup>®</sup> are registered business names of BOC Gases Ireland Limited. BOC is a name used by Linde plc and its affiliates. The BOC logo and the BOC word are trademarks or registered trademarks of Linde plc or its affiliates. Copyright © 2022 BOC Gases Ireland Ltd.



